



Rebuilding the Town of
La Plata

MARYLAND

BUSINESS REVIEW

Issue Eight • 2002

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Parris N. Glendening
Governor

Kathleen Kennedy Townsend
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Governor's Column

The Smart Growth state

BY PARRIS N. GLENDENING

Some people said it could not be done. They said it was impossible, unheard of, to protect Maryland's precious natural resources like never before while pushing the State's economy to record heights.

I am glad to say that these past eight years have proved the doubters wrong. Marylanders have worked with this Administration to create one of the greatest periods of economic growth in our history, while preserving farms, forests and our cherished Chesapeake Bay.

To get here, we had to abandon outdated ideas about growth.

When this Administration began promoting Smart Growth, we were going

against a national trend — a trend of paving over farmland and wooded areas for one new cookie-cutter townhouse development after another, even as existing communities were neglected.

But we knew we could not afford to continue down that road. State planners had predicted that unless we changed, development would consume as much land in Central Maryland over 25 years as it had during our State's entire 368-year history.

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Maryland Business Review

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On the Cover: Four months after a F-4 tornado devastated the Town of La Plata, the rebuilding process continues. See story on Page 5.
(Photo by James R. Moody)

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Conventional wisdom told us that although Smart Growth seemed like a nice dream, policies encouraging smarter development would hurt Maryland's economy while other states prospered.

In the past, this type of thinking resulted in a division that pitted advocates of growth against advocates of "no growth." Our Smart Growth model has begun to change that approach, both in Maryland and nationally. The Smart Growth policy in Maryland is not a "no growth" policy, nor even a "slow growth" policy. We embrace economic growth. We solicit economic growth. Our economy depends on robust growth. We have concluded, however, that we can no longer afford to have growth anywhere and everywhere and at any cost. We cannot afford it financially; we cannot afford it environmentally; we cannot afford it socially.

As a result of this change in thinking, Maryland is now outperforming the national economy. We are the Smart Growth State, yet we have become more business-friendly. We have worked hard to create new companies, retain the existing businesses and promote expansions.

We have a diverse economy. We have facilitated a vibrant biosciences industry and we are reaching out to business owners of all stripes, from manufacturers to moviemakers.

We have the nation's highest median household income, the lowest poverty rate and the lowest child poverty rate. Our unemployment

rate is nearly two percentage points lower than the national rate, our job growth continues to outpace the national average and our balanced industrial base puts us on solid footing.

We have emerged from the recent downturn in much better shape than most states have, and we are poised for a strong recovery.

Maryland has maintained its Triple-A bond rating throughout the past eight years. This year we received a historically low interest rate on State bonds — a big savings for taxpayers. Meanwhile, we have cut State taxes and increased our commitment to minority businesses.

Until recently, we were creating jobs at a brisk pace — usually above the national average — and we continue to do better than many states, despite the post-9/11 slowdown that is affecting the nation. We have invested record amounts in education, higher education and workforce development to prepare residents for good-paying careers. These investments will yield huge dividends for Maryland workers and employers for years to come.

Indeed, we are proud that we have been able to make such tremendous strides in strengthening our economy while preserving our natural resources over the past eight years.

Clearly, we have put Maryland in a position of strength, and the State is well-positioned to thrive in the years ahead. *MBR*

Cover story

Tapping into the winds of change

The old maxim about making lemonade out of lemons takes on new significance in tornado-ravaged LaPlata.

BY JAMES R. MOODY
AND
VALARIE F. ROBINSON

Sunday nights are typically quiet in La Plata, a town of 6,500 in Southern Maryland's Charles County. But the evening of Sunday, April 28 would be anything but typical. The National Weather Service office in Sterling, Virginia began tracking on its Doppler radar a weather system with the hook echo characteristic of a tornado. On the ground, at 7:05 pm. EST, a 400-yard-wide funnel cloud was mowing a path through La Plata's central business district, leveling 80 buildings and damaging another 700. In all, the F-4 tornado destroyed or severely damaged nearly 80 percent of La Plata's downtown business district.

La Plata's mayor, William Eckman, who lives blocks from where the vortex swept through the town, heard the storm's fury but was unaware of the damage being left in its wake. His first indication was in a telephone call from the town manager. The town's water pressure was down by half.

The town's water tower had been a casualty of the tornado.

"When the tower went down, it took the riser [pipe] with it, so we have water just gushing out of the pipe," Eckman remem-

bers. "We drained about a million gallons of water out of the system in less than an hour. Plus, with the power off to our four wells, we had an empty system. For the next few hours, I worked with the district manager from Southern Maryland Electric Company trying to get electricity back to some of our wells. They did a heroic job."

Getting the water system going again, however, was just the beginning.

As news of the tornado was spread by the media, state agencies wasted no time in mobilizing assistance for the stricken town. Within two hours, Eckman reports,

Focus
on small business



Days after the most powerful storm to ever hit the state leveled 80 percent of La Plata's business district, Governor Parris N. Glendening announced a \$3.1 million disaster relief package to aid Calvert, Cecil, Charles and Dorchester counties

Secretary of Transportation John Porcari had arrived on the scene to help ensure arteries into the city were open so that additional help could arrive.

And help did arrive — from a variety of sources.

Rapid Response

“I couldn’t have asked for more,” Eckman says, noting that DBED’s David Iannucci, the Department of Planning’s Roy Kienitz and Raymond Skinner of the Department of Housing and Community Development all came to La Plata within the first week after the tornado hit. And, he says, Porcari and his people were there almost constantly.

“In fact, some of his people are still working with us, three, four months later. The state has been unbelievable. I knew we’d get a lot of help as soon as I saw it, but I had no idea of the scope of what it would be. The state agencies have been in the forefront — and I mean from the highest level. They did not send down clerks.”

Assistance from the highest level included Governor Parris N. Glendening, who toured the stricken town on May 6 and announced a comprehensive package of assistance for the town.

Although La Plata was perhaps the hardest hit by the tornado, it was by no means alone. The storm, the worst in the state’s history, left a 68-mile path of destruction in its wake, affecting, in addition to La Plata and Charles County, Calvert, Cecil and Dorchester counties.

The Glendening-Townsend administration assembled a relief package totaling approximately \$3.1 million for La Plata and the other areas affected by the tornado.



“The citizens and business owners of these counties face significant challenges right now in putting their lives — and their livelihoods — back together,” the governor said. “The state of Maryland and our partners stand ready to provide information and resources to businesses that need assistance.”

But financial assistance wasn’t the only type of help being offered by the state.



Above: Aerial photograph of the central business district shows the 400-yard-wide swath of destruction. Left: Lt. Governor Kathleen Kennedy Townsend (center) tours La Plata with the Governor's Chief of Staff Al Collins and an area resident.



"Helping Maryland companies navigate through the substantial pool of resources is a priority of this Administration," said Lt. Governor Townsend, Chair of the Governor's Cabinet Council on Business, Economic Development and Transportation. "Assisting companies that may be experiencing difficulties is essential to sustaining Southern Maryland's growing economy."

Cutting Red Tape

The Governor's Office of Business Advocacy and Small Business Assistance is an office within DBED designed to help business people navigate through the bureaucracy that is at the center of any government. Their services proved invaluable to

the mayor of La Plata.

"Bob [Barnes of GOBA] called me on Monday or Tuesday," Mayor Eckman recalls. "He said that DBED wanted to come down to help. I said, 'Well, Bob, let us see what we need first, and then we'll give you a call maybe next week.' But he said they wanted to come down right away, that they could come down immediately to help. And they did."

"Bob and Jim [Deputy Secretary James McLean] rolled in here, and they walked me through the entire process. If I were going to give prizes for who helped the most in getting La Plata back together, they would certainly be in contention. They helped walk me through the bureaucracy in Annapolis. When something like this hits, I didn't have any idea who to go to. From their knowledge of government and their assessment of the situation, they walked beside me the entire time."

Instant urban renewal

When a natural disaster strikes, the first plan of action for any municipality is to begin planning its recovery effort. In the case of La Plata, however, much of the work had already been done, thanks to a three-year-old "vision plan"



La Plata Mayor William Eckman (second from left) poses with, from left, Deputy Secretary James McLean, Secretary David S. Iannucci and GOBA's Robert Barnes in Town Council's chambers.

Techno *Rising* Star Awards

Nominations are being accepted for the second annual Techno-Rising Star Awards, to be presented on December 4, 2002, during the Maryland Technology Showcase. This award recognizes outstanding contributions made by minority and women-owned technology businesses to Maryland's economy. For more information — or to request a nomination form — contact Pam Ruff at 410-767-6315 or by e-mail at pruff@ChooseMaryland.org. Or nominate a company online by visiting DBED's Web site, www.ChooseMaryland.org.



2001's TechnoRising Star Award winners

officials had been pulling together for the town. But there was a major stumbling block: money.

“We had been working on the town’s vision plan for a little over three years,” Eckman explains, “and the plan was working out pretty well. But one of the things that was obvious to us was that it was going to cost a lot more money than we had. We didn’t really see where the money was coming from. We’d been kicking around how much we’d have to increase taxes to do it. Then, all at once, we’re getting all kinds of help.”

The vision plan originally dealt with the northern side of Charles Street. Two properties there represented five or six acres — one of the few areas that offered an opportunity for development with major demolition work. In addition, town officials had determined that the two companies occupying the properties — manufacturing concerns — could operate more efficiently outside of the downtown area. The plan was to move them to the outskirts of the town where they would develop an employment park.

Eckman believes the tornado, however, offered his town a unique opportunity.

“All at once, with the urban renewal that the tornado accomplished, a number of buildings on the south side were taken down,” he says. “The opportunity was suddenly there to institute the vision plan in an area that was different from our original plans. Several of these blocks were nearly completely wiped out, so we had a clean slate on which to build.

“We also had a lot of insurance money, offering an opportunity for people to build back something different that is more in line

with our vision plan. And along with that, we found ourselves getting state aid to further make that happen. Now that we have these buildings down, we have a chance to build them back more in line with Smart Growth principles. With a foundation of insurance money to start with, it takes a relatively small amount of state money to supplement that to make it work.”

Getting it right rather than fast

With insurance settlement money, state grants and low-interest loans available from the state and the U.S. Small Business Administration, it might have been tempting to dive head-first into rebuilding the town. But officials have decided to take a more long-range approach to recovery. Consequently, more than four months following the tornado many buildings remain boarded up, their roofs swathed in blue tarps. Officials — along with the non-profit Washington Architectural Foundation, which has been offering its services to the town pro bono — have been meeting regularly with business owners, convincing them that getting the town’s rebuilding right is more important than getting it done quickly. Their efforts have been largely successful.

“Between 75 and 90 percent of the people intend to build back



On May 6, Governor Parris N. Glendening and a number of other state officials surveyed the damage left in the wake of the F-4 tornado.



Right: State officials present a check for \$600,000 to Mayor William Eckman. Pictured are, from left: Secretary David Iannucci; Delegate Van Mitchell; Mayor Eckman; and Senator Thomas Middleton. Right; Four months following the tornado, much of La Plata remains boarded up as the town's vision plan moves forward. Full recovery is expected to take two years.

something significantly better than what they had before," Eckman reports. "Part of that is through the DBED support and the DBED grants. Part of our vision plan involves moving buildings and changing the footprint, and there's no insurance money for that. So through the DBED assistance, we're subsidizing people to cover the cost of moving the building or changing the footprint."

And as far as the aid his town has received, Eckman understands that the state is making an investment not only in La Plata's future, but in its own.

"Five years from now, the state is going to realize a net gain on every dollar they gave us," he says, "because they're going to be receiving revenue from properties, income tax and jobs — far more than the money they're putting in right now." *MBR*

In Memory of Valarie Florence Robinson 1949 - 2002

Valarie Florence Robinson provided 30 years of service to the State of Maryland. The last two were spent working in DBED's communications office, where she was a regular contributor to the *Maryland Business Review*. She was an esteemed colleague and she will be missed.



In the news...

Spanish language business guide published

A comprehensive directory of resources for small and minority businesses is now available in Spanish. The “Small and Minority Business Resource Guide” has been translated for use by the Hispanic business community and is available from the Governor’s Office of Business Advocacy and Small Business Assistance within DBED. The guide is designed to help small business owners or those seeking to start their own businesses navigate a wide variety of state and federal programs and services.

“We are pleased to provide this well-received business resource guide to Maryland’s Hispanic community,” said Lt. Governor Kathleen Kennedy Townsend, Chair of the Cabinet Council on Business, Economic Development and Transportation. “Hispanic business owners will have access to information on a wide array of business assistance programs in their own language. The State of Maryland is committed to providing all of our citizens with information that is easily accessible and easily understood.”

Information contained in the guide includes permitting and licensing procedures, general business assistance and tax incentives and credits. Telephone numbers and Web site addresses are included in the guide.

The Small and Minority Business Resource Guide was first published in 2000 at the recommendation of the Small and Minority Business Partners, a group of state, local and

federal officials organized by Secretary David S. Iannucci to meet the needs of the small and minority business community.

“The Department of Business and Economic Development consistently strives to improve and publicize all the services available to small and minority business communities across Maryland,” said Iannucci. “With more than 100,000 small businesses located across the state, small business is the backbone of the Maryland economy.”

For more information or to obtain a copy of the Spanish translation of the “Small and Minority Business Resource Guide,” call 800-541-8549. It is also available on DBED’s Web site at www.ChooseMaryland.org/press-room/publications. *MBR*



Trade reps visit state

DBED trade representatives from Chile, Brazil and Mexico completed more than 104 meetings with Maryland companies during the state’s annual Latin American Summit, June 17 through 21. During the summit, Maryland’s Latin American trade representatives spent a full day in Western Maryland participating in events co-sponsored by the Frederick and Washington County Economic Development offices, one day in Montgomery County and three days in Baltimore meeting with Central Maryland, Eastern Shore and

Continued on next page

In the news...

Southern Maryland companies. During a reception at the World Trade Center, with more than 40 new prospective export companies in the audience, Maryland's representatives participated in an hour-long panel discussion providing information on their country's market, demographics, tax structure, trade status, political stability and structure and target import and export products and services.

Maria-Angélica Vargas, DBED's Maryland-based Latin American Trade specialist, noted that only a quarter of all companies in the United States export products, leaving a tremendous potential for many more Maryland and U.S. companies to enter the export market.

"Many Maryland companies export to one market and are now looking for new markets to continue to build and expand their customer base," said Vargas. "Since their visit in June, our Latin American trade representatives have already assisted three Maryland manufacturing and three service sector companies enter and grow their presence in Latin America by negotiating sales contracts,

representing them at trade shows and conferences, and by organizing meetings with potential clients and partners. An additional two to four other Maryland companies are planning to visit these markets by the end of September." *MBR*



Caroline Verut von Ilberg, Magda Volker, Maria-Angélica-Vargas and Brian Wilson with Secretary David S. Iannucci (center). The group met to discuss trade and investment opportunities between Maryland and Mexico, Chile and Brazil.

Maryland rankings show benefits for Maryland families

Maryland ranked first in median household income among all 50 states and the District of Columbia for 1998, 1999 and 2000, according to an average of U.S. Census Bureau data. For that same period, Maryland had the lowest poverty rate among the 50 states and D.C. Maryland also had the lowest percentage of children under 19 years of age in poverty, based on year 2000 data released by the Census Bureau.

The good news about the increase in Maryland's average household income and low poverty rate further substantiates Maryland's healthy economy and job growth, according to economists at DBED who compiled the data.

"The benefits of job growth and income growth are reaching all segments of the Maryland economy, including low income residents," said DBED Secretary David S. Iannucci. "We know that our strategy of business retention and expansion is working. With both announcements of new job creation from companies like Neschen and IKEA to excellent job retention announcements like Volvo and GM, we are extremely well positioned to benefit from the national economic recovery." *MBR*

USS Maryland Blue Crew volunteers time in namesake state

As they have several times in the past, the Gold Crew from the Trident-class submarine *USS Maryland* visited the ship's namesake state between July 15 and 18. During

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In the news...

Historic Maryland roadway receives national recognition

The U.S. Department of Transportation has selected the Historic National Road for designation as an All-American Road and the Chesapeake Country Scenic Byway for designation as a National Scenic Byway. U.S. Secretary of Transportation Norman Mineta made the official announcement at a ceremony held on June 13 at historic Union Station in Washington, DC.

Designation as an All-American Road or National Scenic Byway helps promote and inspire voluntary stewardship and preservation of the historic, agricultural, economic, cultural and natural resources in the corridors, so that all can continue to benefit from their beauty and importance.

All-American Roads — the higher designation — provide visitors with a unique driving experience and are considered destinations unto themselves. National Scenic Byways are exceptional roads through areas that possess regionally distinctive cultural, historic, natural or other qualities unique among neighboring states.

“All-American Roads and National Scenic Byways define unique stories associated with America’s heritage,” said Senator Paul Sarbanes (D-MD). “Travelers on these roads can get a true flavor of America and connect with the stories which have made America what it is today.”

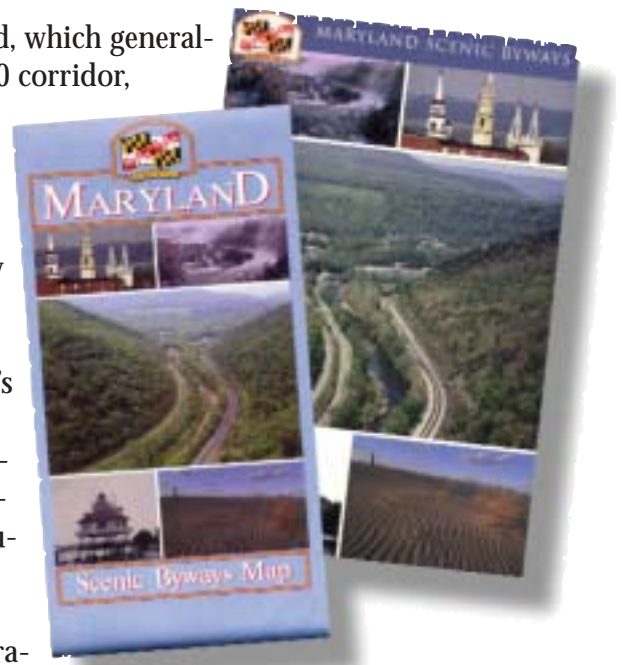
The designations also enhance access to resources for implementation of projects that promote and enhance the corridors.

Under the Transportation Equity Act for the 21st Century (TEA-21), approximately \$25 million is available annually through the U.S. Department of Transportation’s Federal Highway Administration (FHWA) for designated byways. Through this competitive grant program, states can receive an average of \$500,000 annually for their byways.

The National Road, which generally follows the U.S. 40 corridor, begins in Baltimore and travels west to St. Louis. The first federally planned and funded highway in the United States, the National Road served as the nation’s premier east-west artery for a half-century, speeding development and communication across the growing nation and having an immeasurable impact on American society. Today, the corridor boasts nationally significant historic, agricultural, economic, cultural and natural resources.

Citizens, the business community, local government, and the Maryland departments of Planning, Business and Economic Development (Office of Tourism Development), Transportation (State Highway Administration), Agriculture,

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A companion book and map illustrating Maryland's National Scenic Byways is available by calling, toll-free, 800-MDISFUN.

In the news...

Marylanders suggest uses for felled Wye Oak

The suggestions came in droves, more than 500 in all. Some Marylanders wanted to see desks and podiums crafted from the remains of Maryland's mighty Wye Oak, while others suggested fashioning guitars, duck decoys or even a memorial to the fallen tree.

And now comes the hard part: deciding what to do with the remains of Maryland's mighty Wye Oak, which was recognized as the largest white oak in the nation. With all of the suggestions collected, the Maryland Department of General Services sought bids from local woodworkers and artists interested in transforming the remains into something befitting the historic tree. The bid process, according to a Department spokesman, should be completed in late October/early November, and work could begin on the tree as early as the beginning of 2003.

"It stood tall and proud for 460 years, but nature has now taken away one of Maryland's most treasured symbols," Governor Parris N. Glendening said. "We are committed to preserving the Wye Oak, its majestic spirit, and its place in history. By preserving the wood and leaves and using the buds for cloning, we will ensure that the

stately Wye Oak will grace us with its presence for generations to come."

The tree, standing 79 feet tall and measuring 31 feet 10 inches in circumference, was toppled during a violent thunderstorm in early June. The historic tree, which was a main tourist attraction in Talbot County, was purchased by the State and named the State Tree in 1939. It was one of the original

"Champion Trees" named in 1940 by the conservation group American Forest.

To preserve the tree from further decay, sections of the tree that measured at least 6 feet in length and 8 inches in diameter, which accounted for less than one per-

cent of the tree's total mass, were milled at a Talbot County lumber mill in mid-July. The massive base of the tree is being stored in Matapeake with the remainder at the state forest nursery in Preston, according to Maryland Department of Natural Resources officials.

A Wye Oak cloning project has been underway since 2000. At least 20 Wye Oak clones are growing at the state forest nursery in Preston and the first two Wye Oak clones were planted at Mount Vernon in April. *MBR*



Donald C. Lewns

In the news...

Maryland gets vote of confidence from Volvo

Retrofitting of Hagerstown Plant is Good News for 1,200 Employees - Major Retention Victory for Maryland

BY TORI LEONARD

AB Volvo, parent company of Mack Trucks, Inc., announced in May that it has selected the Mack Powertrain Operations in Hagerstown as its North American manufacturing site for the next generation of Volvo Trucks and Mack Trucks heavy-duty diesel engines.

"This is a great moment in the history of Mack Trucks in Maryland," said Governor Parris N. Glendening. "We are delighted that Volvo has decided to center its North American Powertrain Division in Hagerstown. This is yet another example of a company making a good business decision based on the availability of the high quality workforce in Maryland."

The plant employs 1,200 people in a 1.5 million square foot (140,000 square meters) manufacturing facility and has been located at its present site since 1961. It is one of Washington County's largest employers.

"Volvo's decision to build the next generation of Volvo and Mack Truck heavy-duty diesel engines in Hagerstown is world-class news for Maryland," said Lt. Governor Kathleen Kennedy Townsend, Chair of the Cabinet Council on Business, Economic

Development and Transportation. "This decision is a tribute to the great men and women who work on the line in this plant, and it helps secure the future of manufacturing in Western Maryland. I met with Volvo officials during their recent visit to Maryland to encourage them to build on the long-term partnership in Hagerstown, and I am very pleased with the extent of their commitment."

"Volvo's decision is great for the long-term retention of good paying manufacturing jobs in Western Maryland," said House Speaker Casper R. Taylor, Jr. "I am confident



Volvo officials explain function of machinery to Secretary David S. Iannucci during a tour of the plant. Last year the plant produced nearly 31,000 engines and approximately 5,700 transmissions.

that Volvo will be very happy with the high quality, committed workforce they will find here and this will be just the beginning of a long, productive relationship for Volvo and Mack Trucks and for the state of Maryland.”

The company uses the Port of Baltimore and BWI Airport for its shipping and transportation.

Last year, the plant produced nearly 31,000 engines and approximately 5,700 transmissions. Mack recently invested more than \$100 million in improvements to the Hagerstown plant, meeting the demands of designing and manufacturing the latest

heavy-duty engine technology. The plant is a past recipient of the U.S. Senate Productivity Award for Maryland and earned registration of its quality system to the ISO 9002 international standard.

“This is terrific news for Western Maryland,” said Delegate John P. Donoghue, (D-Washington County), Vice Chairman of the Western Maryland Delegation. “This decision by Volvo speaks volumes about the quality of our workforce.”

David S. Iannucci, Secretary of Business and Economic Development, sees Volvo's decision as an important win for Maryland's retention strategy.

“We worked closely with Mack Trucks and Volvo for the past year to make sure that they knew we were dedicated to making this transaction a reality for the plant's 1,200 workers,” said Iannucci. “This is part of DBED's retention strategy that is focused on preserving existing Maryland jobs, while we go about the business of attracting new jobs to the state.”

Secretary Iannucci met with Volvo officials in Florida in April to discuss the company's needs and offer assistance. DBED made a formal proposal to Mack Trucks in early April to assist the company with a package of loans and grants that will enable the plant to make the necessary changes to accommodate the new engines.

Lt. Governor Townsend and Secretary Iannucci together toured the Hagerstown Mack Truck facility in late May, meeting with the plant's management team and union officials. *MBR*



Lieutenant Governor Kathleen Kennedy Townsend tours Hagerstown's Volvo facility.

GM's new production schedule good news for Broening Highway plant

Automaker commits to production through summer of 2005

BY TORI LEONARD

The recent decision by General Motors to continue production at Baltimore's Broening Highway plant until the summer of 2005 is a major victory for the plant's 1,500 employees. Maryland officials credit GM's pledge to extend the production of the Chevrolet Astro and GMC Safari vans for an additional two years to a strong working relationship with the automaker.

"General Motors clearly recognizes that the Broening Highway plant has one of the highest quality workforces in the automobile industry and is one of its most productive facilities in the U.S.," said Governor Parris N. Glendening. "We appreciate GM's continued commitment to Maryland. The Broening Highway plant has been part of the GM family for more than 60 years, providing jobs for thousands of hard-working men and women in Baltimore. We will continue to work aggressively with the Maryland delegation to preserve the long-term presence of GM in Baltimore."

According to the Harbour Report, the Baltimore-based plant retained its third-most efficient minivan plant status again this year by cutting six-tenths of a percent off the time it takes to build a minivan. The Broening Highway plant also achieved a 16 percent improvement in quality over the

previous year, according to a survey by J.D. Powers and Associates.

"General Motors' Broening Highway plant has been nationally recognized for its excellent record of quality productivity," said Lt. Governor Kathleen Kennedy Townsend. "We are delighted that General Motors has expressed such confidence in the highly productive, quality workforce at Broening Highway. It is the workers at this plant who have made this extension possible."

Senator Barbara Mikulski (D-MD) has played a key role in working with the State in an on-going effort to preserve General Motors' presence in Baltimore and was also a significant factor in persuading GM to open the Allison Transmission plant in Baltimore County – a project that created more than 400 jobs.

"This is great news," said Senator Mikulski. "It is great news for the workers at Broening Highway and great news for Baltimore. Keeping production going means jobs into the future at Broening Highway and also for the suppliers and retrofitters who work on these vans after they leave the plant."

One of the largest private manufacturing employers in the state of Maryland, the Broening Highway operation has been the

"We are delighted that General Motors has expressed such confidence in the highly productive, quality workforce at Broening Highway. It is the workers at this plant who have made this extension possible."



home of a General Motors assembly plant since 1935. The plant rolled out more than 82,000 vehicles in 2001.

David S. Iannucci, Secretary of Business and Economic Development, sees GM's decision as a significant confirmation of Maryland's business retention strategy. "We have devoted a great deal

of time and attention to this GM operation over many years. We appreciate the vote of confidence from GM and are thrilled that the jobs of the 1,500 men and woman at Broening Highway are committed for an additional two years," said Iannucci. "This is part of DBED's retention strategy that is focused on preserving existing Maryland jobs, while we go about the business of attracting new jobs to the state."

Combined with the recent decision by Volvo to build a new generation of engine at the Mack Truck facility in Hagerstown, GM's decision solidifies the future of the automotive industry in Maryland.

The Broening Highway operation has a \$1 billion annual economic impact on the Baltimore region and generates state and local tax revenues in excess of \$20 million. The plant also directly and indirectly supports more than 3,000 full or part-time jobs among its 15 suppliers.

General Motors' success in Maryland contributes to the state's overall automotive assets: a location supported by port, rail, highway and air traffic infrastructure; the quality of the available workforce; the presence of specialized port services for automobiles and roll on/roll off; and existing automotive assembly and components suppliers in Maryland. *MBR*

Continued from Page 13

Housing and Community Development (Maryland Historical Trust) and Natural Resources have worked together to craft the National Road Corridor Partnership plan to raise awareness and inspire greater stewardship and voluntary protection of these resources.

The Chesapeake Country Scenic Byway includes MD 18 and MD 213 between Kent Island and Chesapeake City; MD 20 between Chestertown and Rock Hall; and MD 445 between Rock Hall and the Eastern Neck National Wildlife Refuge. This byway allows travelers to experience one of the last truly special landscapes of the Mid-Atlantic

Region and to gain an appreciation for the working life of Eastern Shore farmers, watermen and merchants.

The Chesapeake Country Scenic Byway Alliance, a team composed of representatives from the Planning and Tourism Development Offices of Kent, Queen Anne's and Cecil counties and the state Scenic Byways Program, worked closely with communities, property owners, residents, and business owners to develop a corridor management plan to conserve and celebrate the byway's special qualities, improve local economies, and ensure a safe and pleasant driving experience for residents and visitors. *MBR*

Destination Maryland

CR Dynamics wins state contract

BY KAREN GLENN

A growing Ellicott City-based call center, market research and data collection company has become the new voice for the Maryland Office of Tourism Development.

When travelers call Maryland for tourism information, they will now get an operator at CR Dynamics. The 8-year-old company was recently awarded a subcontract with the Office of Tourism Development to handle all the agency's toll-free calls generated through print, radio and television advertising. The company, which is one of Maryland's largest minority-owned businesses, provides callers with tourism information, takes ticket orders for specific events, sells Maryland merchandise and even assists travelers in booking hotel rooms.

Hannah Byron, director of the Maryland Office of Tourism Development, a division of the Maryland Department of Business and Economic Development, said her agency is very satisfied with CR Dynamics' level of service.

"CR Dynamics has been very responsive to our callers, knowledgeable about our products and enthusiastic about learning of all the tourism opportunities that exist in Maryland," Byron said. "They are making a tremendous effort to educate themselves about tourism in Maryland by attending training sessions and going on tours of Maryland so they can really give our callers accurate information."

Byron added that many of the local county tourism offices have also contracted with CR Dynamics for call center services.

Charles Ramos, founder and president of CR Dynamics, said the contact has been a tremendous boost for his business.

"We have found that the Office of Tourism Development contract has been a really good fit for us," said Ramos. "We have been able to take advantage of our investment in technology and people, and put them both to tremendous use creating an excellent return on investment."

Born in New York and raised in New England, Ramos said he moved to Maryland in the early 1990s when he was transferred by Digital Equipment Corporation. Building on his experience there, Ramos decided to start CR Dynamics from his Columbia home in 1994.

"I really saw a need in the market and believed the area could support a company like this," Ramos said.

His gamble has paid off. The company, which mainly started as a lead generation firm, has evolved into a full service Customer Relations Management (CRM) firm specializing in call center outsourcing, market research and data collection. It now has 20 employees, but Ramos expects to more than double that in the next six months as the volume of business increases. And he is plans to relocate the company to offices in Baltimore's Inner Harbor in the next few weeks, which will give the company room to expand. *MBR*

Game developers attract talent, technology to Maryland

State is home to East Coast's largest concentration of game developers

BY FRONDA COHEN

On the floor of the 2002 Game Developers Expo in San Jose, some 10,000 attendees sampled the latest software, peripherals and services. One display offered a different product. The Maryland booth proclaimed "Come to Work, Stay to Play."

With more than 600 people already working in Maryland's game development industry, the state is looking to attract even more companies and creative talent to this East Coast hub for the industry. In addition to more than a dozen game development companies, InterAct Accessories, the world's largest manufacturer of game peripherals, and game testers Absolute Quality, are based in Hunt Valley. International publisher and developer Bethesda Softworks is headquartered in Rockville.

As in other creative industries, success often is measured by the number of "hits." A short list of best-selling titles made in Maryland includes Sid Meier's Civilization series, Railroad Tycoon and Silent Hunter. Last year, more than \$9.4 billion in total game-related sales were pumped into the U.S. economy, more than the film industry.

"Once you tell people that Sid Meier works at Firaxis Games in Hunt Valley, they understand that some of the best computer games in the world were born here," comments

Firaxis President and CEO Jeff Briggs. "There's a feeling of community here. This is a place where people understand how to make games that compel, games that sell, games that challenge both the creators and the players, and, most of all, games that are fun."

Maryland's economic development officials have targeted game developers as a business sector on the rise.

"We see the game development industry as valuable from a business point of view," says David S. Iannucci, Secretary of the Maryland Department of Business and Economic Development. "It takes people with high levels of talent and creativity to make games. These are the people we want as part of Maryland's technology community."

Robert L. Hannon, Executive Director for Baltimore County's Department of Economic Development, sees opportunity for growing this unique technology sector.

"We are supporting our game development community by raising visibility, both locally and nationally, working to identify additional financing opportunities, and encouraging new training and career paths in our schools."

Game development combines artistic challenge with technical achievement, attracting talent from around the country as well as from Maryland's colleges and universities. A recent salary survey by *Game Developer* magazine demonstrates the industry's payroll-potential. Annual salaries in the industry

average over \$67,800 on the East Coast, with experienced designers, programmers and producers commanding \$100,000 and more.

“We all like living here in Maryland and think it’s a great place to make computer games,” says Brian Reynolds, President of Big Huge Games in Timonium. “We’ve had a lot of success attracting experienced developers from Silicon Valley who want to ‘come home’ to where they grew up back East — but still want to work in exciting technology development.”

The technology and artistry of game development translates into innovation in fields as varied as medicine, defense, education and Web enhancement. Immersion Medical in Gaithersburg uses 3-D simulations for virtual surgery. BreakAway Games in Hunt Valley uses scenario simulations in the training tools it creates for the U.S. Army and Navy War Colleges and NATO. Gentle Revolution Software in Towson is producing game-based learning tools. XI Interactive in Hunt Valley creates marketing and integral games for the Internet.

Maryland game developers find the region’s colleges and universities offer opportunities for learning and teaching.

“There’s a pipeline of talent coming out of Maryland’s colleges. That’s a real plus for our business,” comments Joe Biglin, COO of BreakAway Games.

Maryland Institute College of Art, University of Maryland’s Baltimore County



and College Park campuses, Towson University, University of Baltimore, Villa Julie College, Johns Hopkins and the Community College of Baltimore County are among the colleges with programs in multimedia, digital arts and interactivity.

Beginning August 2002, the UMBC Computer Certification Training Center will offer two levels of “Computer Game Development: Effects & Animation” certification. The center has been named one of only 14 authorized training centers for Discreet’s 3ds max suite, the industry-stan-

Creating another best-seller at Firaxis Games in Hunt Valley. A short list of best-selling titles made in Maryland includes Sid Meier’s Civilization series, Railroad Tycoon and Silent Hunter. Meier is one of Firaxis’ best known employees. Last year, more than \$9.4 billion in total game-related sales were pumped into the U.S. economy — more than the film industry.

dard software. Courses will be taught by professionals from Infogrames, Inc., a Hunt Valley development studio.

“We anticipate that this program will be a popular training option, with appeal for professional game developers, game enthusiasts, computer professionals and even those who are generally curious about the prospect of a career in this rapidly growing arena,” says Doug Kendzierski, President/CEO of UMBC CCTC.

Kendzierski notes that Maryland boasts the largest concentration of game developers on the East Coast, with most centered in the Baltimore region.

“We are anxious to join the county and state’s efforts to prioritize this sector in our local econ-

omy,” said Kendzierski. “Providing a workforce development resource is one dramatic way to support our game development companies.”

Additional learning and teaching opportunities are on the horizon. The Maryland Applied Information Technology Initiative (MAITI), a group of Maryland colleges and universities trying to increase the number of IT graduates in the state, is working to establish and enhance curriculum in Maryland’s colleges and universities. Representatives from UMBC, Community College of Baltimore County and the Baltimore County Public Schools attended the 2002 Game Developers Academic Summit in San Jose to explore opportunities and learn from other schools that are developing curricula. *MBR*

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The U.S. Senior



USGA/John Mummert



The U.S. Senior Open, the premier major championship event in senior golf, was hosted by Caves Valley Golf Club in Baltimore County June 27-30. The three-day event featuring some of the legends of golf came to a thrilling conclusion when Don Pooley outlasted Tom Watson in a captivating five-hole playoff. It was Pooley's first Senior PGA tour win.



USGA/John Mummert



USGA/John Mummert



Open



USGA/J. D. Cuban



USGA/John Mummert

LEADERS			TODAY	HOLE
POOLEY	0	16		
WATSON	0	16		

TODAY	THRU 15	TOTAL

USGA/John Mummert



USGA/John Mummert



USGA/John Mummert

A tale of two cities

Diverse communities face some of the same problems — and are using some of the same tools to revitalize their communities.

BY RAYMOND A. SKINNER

SECRETARY OF HOUSING AND COMMUNITY DEVELOPMENT

At first blush, Cumberland and Silver Spring seem to have little in common. Nestled in the Appalachian

Mountains of Western Maryland, Cumberland wears its rural, blue-collar heritage on its sleeve. It has suffered the loss of well-paying skilled jobs and population over the last two decades and has turned primarily to tourism as a way to bolster the local economy.

The area is teeming with historic structures, including old factories and warehouses, a beautiful old train station and historic retail

buildings. An incorporated city, it is governed by a mayor and city council.

Silver Spring, on the other hand, is an urban/suburban mix on the Washington, D.C. border in well-to-do Montgomery County. Gleaming high-rise office and residential towers mark the skyline — jobs and residents are plentiful. While the central business district does have a couple of art deco-style buildings, it is hardly considered a historic district. As an unincorporated community, it depends on the county for its services and public infrastructure.

And yet, the two diverse communities face some of the same problems — and are using some of the same tools to revitalize their communities.

Cumberland was down on its heels after decades of economic contraction, exacerbated by the closing of the Kelly-Springfield tire plant. The population and tax base were in decline, and tourist dollars drove right past the city as thousands of folks from the Baltimore and Washington areas headed toward Deep Creek Lake in Garrett County for summer and winter recreation.

Silver Spring suffered a similar fate to its northern sister city because most of the growth in Montgomery County was occurring to the north and west, in areas along the I-270 corridor. As the oldest and largest Central Business District in Montgomery County (not including municipalities such as Chevy Chase, Gaithersburg, Rockville and Takoma Park), Silver Spring



Ten years ago, Cumberland's pedestrian mall had just six retail businesses. Today, the four-block area has just two vacancies.

endured a high office vacancy rate and stagnant retail and residential growth.

Disinvestment in their central business districts, thanks to retail development in areas outside the traditional downtown areas, plagued the two cities. Downtown neighborhoods in both communities were often deserted – especially at night after office workers went home.

While neither city would ever statistically be among the most crime-ridden areas of the state, nevertheless, there was a perception of a crime problem. In Silver Spring, it came in part because the media reports seem to indicate that all crime in the Montgomery County Police Department's Silver Spring precinct actually happens in Silver Spring.



Pyramid Atlantic, a nonprofit arts group in Silver Spring, is using a Neighborhood Business Development grant from DHCD to turn this abandoned Little Tavern restaurant into a gallery.

And while the level of violent crime in Cumberland wouldn't make metropolitan area residents think twice, local officials were troubled by criminal activity on the south side of town.

The two communities' road to recovery has turned out to be surprisingly similar.

Both communities have Enterprise Zones, affording tax breaks to employers in those areas. Both participated in the Maryland Department of Housing and Community Development's (DHCD) Community Legacy Program, used to help develop and finance comprehensive revitalization strategies. Both are Priority Funding Areas and have Designated Neighborhoods, allowing them to participate in all of the state programs targeted toward Smart Growth neighborhoods. Both communities were selected as Arts and Entertainment Districts by DBED. And both communities participate in Maryland's HotSpots Initiative to help reduce crime.

To be sure, the two communities have different approaches to revitalization.

The key project in downtown Silver Spring



Workers are renovating the art deco-styled Silver Theater in downtown Silver Spring as part of the American Film Institute complex. The building will anchor the area's Arts & Entertainment District.



Visitor can catch an excursion to Frostburg on the Western Maryland Scenic Railroad. Trains depart from Canal Place from May through December.

is the massive headquarters for the Discovery Channel currently under construction. Along with

a renovated Creative and Technology Center the cable television programming company has developed several blocks away, Discovery is bringing about 1,800 jobs to the Silver Spring area. A new mixed-use transit center, several large residential projects and several new buildings for Montgomery College are also completed, planned or under construction. Gary Stith, director of the Silver Spring Regional Center, says about \$1 billion of investment is underway in the Silver Spring central business district, with about 17 percent of that in public funds.

The art deco Silver Theatre is being renovated and will be joined with new construction to create the new headquarters for the American Film Institute, anchoring the Arts & Entertainment District. Also joining the A&E District is Pyramid Atlantic, a nonprofit

arts group that is redeveloping an abandoned Little Tavern for a gallery and an adjacent warehouse for workspace.

The Department of Housing and Community Development's (DHCD) Neighborhood Business Development Program (NBDP) provided more than \$1 million in loans and grants to small businesses and nonprofit agencies in the area, including the ARC of the United States, a advocacy group for the disabled which relocated its national headquarters from Texas. Community Legacy funding administered by DHCD helped to demolish two obsolete buildings and helped finance the

renovation of an aging apartment complex. New and rehabilitated residential construction already underway should add upwards of 1,000 units to the area. Several other long-term developments could boost that total even higher by the end of the decade.

Montgomery County government also stepped up to the plate by creating the Silver Spring Regional Center, an agency that reports directly to County Executive Douglas M. Duncan. The county also created a "Green Tape Zone" to help fast-track permits and approvals, thus avoiding government red tape. "Our entire focus is on making things work in Silver Spring," said Stith.

Cumberland, meanwhile, is pinning its hopes on tourism and the revitalization of the downtown pedestrian mall. The centerpiece is Canal Place, a beautifully renovated old train station that ties together the city's heritage as a railroad and canal community. The train station includes a National Park

Service visitor center for travelers – primarily cyclists — who want to follow the old Chesapeake and Ohio Canal, which was constructed during a two-decade span in the early 1800s. The C&O bike trail will soon connect with a trail from Pennsylvania, and hikers and cyclists will eventually be able to travel from Pittsburgh to the Georgetown area of Washington.

The facility also is a boarding spot for the Western Maryland Scenic Railroad, which offers excursions to nearby Frostburg. Canal Place was Maryland's first Certified Heritage Area under a Maryland Historical Trust program designed to encourage heritage tourism around the state.

But the pedestrian mall may be just as important to the long-term health of the downtown area. The four-block stretch of Baltimore Street was closed to vehicles in the 1970s, but by the early 1990s, only about six storefronts were filled, said Vickie Swink, the city's economic development specialist. Officials briefly considered reopening the area to cars, but residents and business owners insisted on maintaining a pedestrian-friendly shopping area. A combination of improved marketing and financial incentives – including several Neighborhood Business Development Program loans and grants – have Baltimore Street teeming with restaurants, offices and specialty stores, anchored by a Value City department store at the east end. Just two storefronts are vacant.

And like Silver Spring, Cumberland is using its A&E designation to support its revitalization efforts. The New Embassy Theater brings both films and live stage productions downtown, while the city is

developing housing and studio space for artists and musicians above retail establishments with the help of DHCD-administered Community Legacy funds.

While focusing much of its work in the downtown area, Cumberland also began revitalizing one of its aging residential communities – the Decatur Street neighborhood. Using other Community Legacy money, the city is buying blighted units for renovation, working with Interfaith Housing of Western Maryland to encourage home ownership and improving the streetscape with new sidewalks, benches, lighting, curb cuts and landscaping.

The revitalization efforts of communities as diverse as Cumberland and Silver Spring demonstrate how Governor Parris N. Glendening's Smart Growth initiatives can work in all areas of the state. "The whole



The Discovery Communications World Headquarters under construction in Silver Spring, along with the company's Creative and Technology Center a few blocks away, will bring about 1,800 new workers to the area.

Smart Growth concept just fit Cumberland really well,” said Swink. “We were the perfect model for the whole concept.”

While both communities have used many of the same tools for revitalization, they also have taken advantage of other funding sources. Cumberland, for example, was able to use funding from the One Maryland program that funnels additional resources to areas with relatively high unemployment rates and low wages and uses DHCD’s Main Street Maryland program to help market the downtown shopping area. Silver Spring, meanwhile, is taking advantage of the Live Near Your Work program, which uses state, local and

employer money to encourage workers to purchase homes near their places of work.

Today, on different scales, and with dramatically different backdrops, both areas are experiencing a revival. From mountains to urban landscapes, the road to recovery for these cities leads back to their neighborhoods. Using tools offered by a variety of state agencies, along with local, federal and private funding, Silver Spring and Cumberland have developed vibrant downtown areas that promise a prosperous future. *MBR*

continued from Page 12

their visit, the 20 submariners volunteered their time for four area organizations.

The sailors worked with summer camp students at Gateway at Admiral Oaks on several painting projects, made a presentation on the life of a submariner to area youth as

part of a career day at the Annapolis Family Support Center, helped to build and install amphitheatre seating at the Chesapeake Children's Center and assisted with the Chesapeake Bay Foundation's oyster seeding program.

The *USS Maryland* is manned by two crews, a Gold and a Blue crew. The two

crews of submariners rotate 70-day duty schedules aboard, allowing the vessel to remain at sea for most of each year. Three or four times a year, the crew not at sea travels to Maryland to do volunteer work.

Traditionally, Navy crews volunteer time in the state for which their ship is named. *MBR*



Members of the USS Maryland Gold Crew assemble a pump as part of their volunteer effort at Chesapeake Bay Foundation.



On August 13, state, federal and Chinese officials inked a pact to establish the U.S.-China Science and Technology Park. The facility, the first such joint venture in the U.S., will be located at the University of Maryland, College Park.

Destination Maryland

Civil War Trails bring Maryland history to life for visitors

A new driving tour in Western Maryland is bringing to life the events leading up to the bloodiest single day of the Civil War.

On September 13, the Maryland Office of Tourism Development, a division of the Maryland Department of Business and Economic Development, officially opened the state's first Civil War trail — “The Antietam Campaign: Lee Invades Maryland.” The opening of the trail coincided with the celebration of the 140th Anniversary of the Battle of Antietam, which attracted more than 70,000 spectators and 13,000 re-enactors.

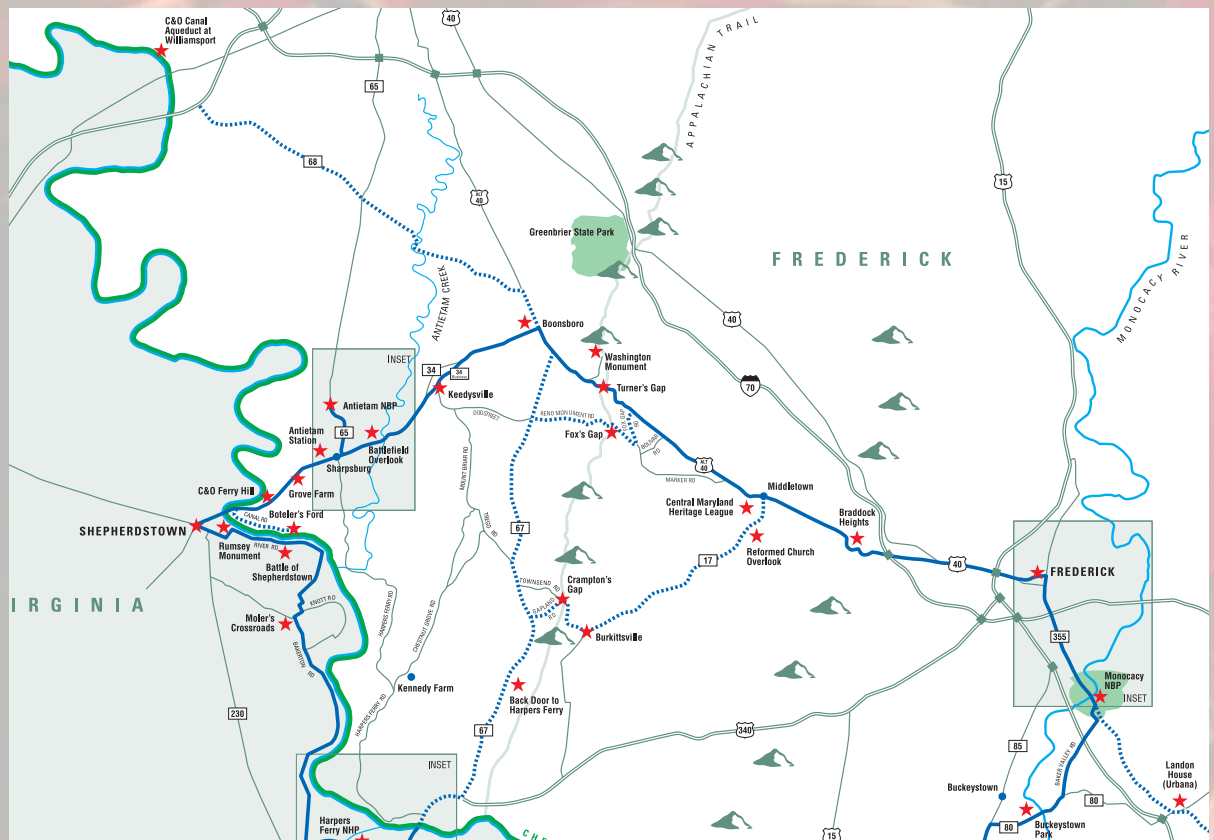
“Our research has indicated that Maryland's Civil War history is one of the most appealing attractions to tourists,” says Hannah Lee Byron, Director of the Office of Tourism Development. “By bringing to life Maryland's authentic history and hidden assets, we can literally guide travelers off of the highways and into our many destinations, resulting in increased visitor expenditures.”

In 2001, Maryland welcomed more than 19.4 million visitors — a 9 percent increase from the previous year. Of those visitors, nearly 3 million, or 15 percent, traveled to Maryland specifically to see historic sites, according to a recent study by the Travel Industry Association of America's TravelScope. Each year in Maryland, tourism generates \$8.3 billion in economic impact and provides 103,000 jobs.

The Antietam Campaign: Lee Invades Maryland Civil War Trail follows the actual route taken by General Robert E. Lee's army when he invaded Maryland in 1862, a strategic move that culminated in the Battle of Antietam. The driving tour follows scenic and historic roads from Leesburg, Va. crossing the Potomac River into Maryland at Whites Ferry in Montgomery County. It continues through Frederick County, the City of Frederick and Washington County, highlighting sites such as the C & O Canal National Historical Park, South Mountain State Battlefield and Recreation Area and the town of Boonsboro.

More important, the trail interprets more than 30 locations for the very first time, and it encourages the traveler to explore the many recreational activities in the area, which include hiking, biking, paddling and horseback riding. The trail ultimately leads travelers into the Antietam National Battlefield, where the bloodiest single day of the Civil War was fought Sept. 17, 1862. It then follows Lee's retreat into Shepardstown, WV.

To fund the project, the Maryland Office of Tourism Development provided a match to a \$689,530 transportation enhancement award it received in Fall 2000. The funds are being used to construct parking waysides, fabricate and install interpretive markers and trailblazing signs and to produce a map guide. To ensure success, Maryland OTD and its partners will embark on a domestic and international marketing campaign to attract both individual and group travelers.



With its development of a network of Civil War trails, the Maryland Office of Tourism Development continues its effort to promote heritage tourism. It is modeling the trails program after neighboring Virginia, which has already developed an extensive array of Civil War trails. Maryland and Virginia plan to develop trails that connect the two states with the idea of eventually connecting to trails in West Virginia, Pennsylvania and Washington D.C.

“Maryland’s Civil War trail initiative is important because it brings forward the best practices in heritage tourism,” said Marci Ross, OTD’s Resources Development Manager. “Together with our local, state and federal partners, we have preserved this important history, we have taken steps to share it with visitors and we will all reap the economic benefits of tourism.”

To further build on Maryland’s extensive Civil War history, the Maryland OTD is already developing additional Civil War trails. The Gettysburg: Invasion and Retreat Civil War Trail is expected to be open in time for the 140th Anniversary Commemoration of the Battle of Gettysburg. The Gettysburg: Invasion and Retreat Civil War Trail will showcase the drama surrounding Lee’s second invasion into Maryland. Other trail opportunities include the escape route of assassin John Wilkes Booth, sites in and around Baltimore, Annapolis and on the Eastern Shore.

For Maryland travel information, including Maryland Civil War trails, contact 1-800-MDISFUN (634-7386) or www.mdifun.org. *MBR*



Tim Tadder



Tim Tadder



Tim Tadder



Tim Tadder

Opposite: A portion of Maryland's Civil War trails map, showing portions of Western Maryland and northern West Virginia. Above left: a Civil War guide, available without charge through the Office of Tourism Development. Above right, top to bottom: scenes from the reenactment of the Battle of Antietam: riders on horseback charge into battle; Union troops prepare to fire a cannon; four reenactors in period dress relive moments from the Battle of South Mountain; and Union troops defend Burnside Bridge, the scene of bitter, bloody fighting.

Media

Wall Street Week returns to the air

BY JAMES R. MOODY

On June 28, several dozen invited guests gathered at the Owings Mills studios of Maryland Public Television to witness history. The state's public broadcasting network launched a completely remodeled version of a veritable institution — *Wall Street Week with Louis Rukeyser*. The new production runs in the familiar time slot, but it features a new, homey set, updated theme music, two new co-hosts — and a new name: *Wall Street Week with Fortune*.

MPT tapped two veteran financial reporters, Karen Gibbs and Geoff Colvin, to replace Rukeyser, who had hosted the original version since its inception in 1970.

the 1,100 brokers who worked for Dean Witter, before it merged with Morgan Stanley. So I reported to the field over the squawk box my opinions of the market.

“It isn’t that much different working in the world of finance than reporting on it — except that I get to sleep better at night because I don’t have a lot of people’s money at stake.”

Colvin, too, brings a wealth of experience to his role as co-host of *Wall Street Week with Fortune* — including 24 years with the prestigious magazine. He is also a veteran broadcaster. He hosts a daily radio program for the CBS Radio Network, which boasts an audience of seven million listeners.

But some viewers questioned why such an institution as *Wall Street Week* needed to be changed. Colvin, through his long experience with *Fortune* magazine, understands.

“Maryland Public Television and PBS saw that they had this fantastic franchise that had reached a point where it needed some reinvention,” he says. “And the attraction of partnering with *Fortune* was that we had gone through a very similar period ourselves about seven years ago.

“The magazine was this great institution, a great brand name, but it really needed reinvention. We made some considerable changes in the magazine. Fortunately, they were very successful. The magazine is doing considerably better now by every measure.”

“The face of the investor has changed,” Gibbs agrees. “There are a lot of women, a lot

Since 1997, Karen Gibbs had been senior business correspondent at FOX News Channel. She also served as an anchor at CNBC from 1992 to 1997, reporting on the credit and future markets — an area or finance she knows well from her 10 years at Dean Witter Reynolds, Inc., where she served as a vice president and senior futures strategist.

The switch from working in finance and reporting on it was a natural transition for Gibbs.

“I was good at sensing trends,” she remembers. “So because of my track record, I then became the voice of currency and financial futures for



Wall Street Week with Fortune co-hosts Karen Gibbs and Geoff Colvin on the floor of the New York Stock Exchange.

of minorities and there are a lot of young people who got hooked on the dot.com information age. I think that there is a way to address both the needs of the former show's viewers, as well as bringing in some of the newer viewers, whether it is through the show or the Web site."

Indeed, one of the major changes incorporated into the new program is an interactive component made possible by its Web site (www.pbs.org/wsw). The site is updated three times a week and provides additional detail to stories viewers see on the weekly television program.

The hosts are also putting much emphasis on trust.

"The viewer has to understand that we are looking out for his or her interest," Colvin says. "So we are going to ask analysts if their firm is acting as an underwriter to any of the companies they are recommending."

Clearly, the most difficult part of launching the new format for *Wall Street Week with Fortune* was the very acrimonious — and public — divorce with long-time host Rukeyser. When producers of *Wall Street Week with Louis Rukeyser* announced plans to reduce his participation in the program, the host disagreed with his employers on the air and was fired. He immediately moved to cable's CNBC, where he hosts *Louis Rukeyser's Wall Street* in the same time slot as the new PBS show. In addition, the program is offered by CNBC to public television stations throughout the country, free of charge. Nearly half of the 349 PBS affiliate stations have opted to rebroadcast the CNBC program during the weekend.

But despite the loss of some corporate sponsorship and some loyal viewership, everyone

involved with the MPT-produced program is optimistic. Executive Producer Larry Moscow believes that the program will overcome the challenges it faces and continue to be a major franchise for both MPT and PBS.

"The news series continues to draw close to a million viewers on a weekly basis," he says. "After only three short months on the air and a string of high-profile exclusive interviews, *Wall Street Week with Fortune* has already made its mark as America's most-watched financial news program. The series attracts top-tier financial and corporate newsmakers such as Jack Welch, hedge fund manager George Soros and AT&T CEO Michael Armstrong."

Gibbs understands the program's rocky start, but she isn't worried.

"Everybody looked at the first show as if that was the way it was going to be for ever and ever," she says, laughing. "They forget that the first time out is rough for anybody — whether it's your first day of school or our first show with two co-anchors and a whole new set."

"You have to have a passion for this kind of work. And Geoff and I both have a passion for it and I think it comes through. We're settling into a groove now. Certainly you can see it in the quality of the guests. It's really evolving and developing from the ugly duckling into the beautiful swan." *MBR*

WALL STREET WEEK
— WITH —
FORTUNE

M Maryland
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Department Profile

DBED's new deputy knows business

If Maryland businesses were looking for another friend in a key state government position, they have found one in the new Deputy Secretary of Business and Economic Development.

That friend is James H. McLean, who was appointed in August to the new post, succeeding Sandra F. Long.

McLean most recently served as executive director of the Governor's Office of Business Advocacy and Small Business Assistance. Before coming to state government in 1999, he built a fascinating career as a dynamic businessman.

"Jim is the classic consummate professional, highly focused on results, and he brings a

commitment to the State of Maryland and public service that is to be copied by other DBED employees," says David S. Iannucci, Secretary of Business and Economic Development.

"He will be my right-hand man in the operation and administration of the department, allowing me to work with the governor and lieutenant governor on getting the word out about the strengths of Maryland's business climate."

Part of McLean's mission will be to help businesses take care of business.

"My job is to make sure business owners and potential entrepreneurs get from government what they need: licenses, permits and other business tools they need, and to get them in a timely fashion," McLean says.

McLean seems a perfect fit for the position. He's a master salesman for an agency that has a mandate to market the state.

He says he's working with an excellent product.

"Maryland's not just a good place for business. It's an excellent place for business. Just look at what we have," he said, pulling out a chart that shows a number of the nation's major commercial areas within a 500-mile radius of the state.

"We are located in a great place geographically, and our roadway system is the best in the country. Usually we talk about our superlatives in terms of income residents



James R. Moody

earn. Businesses want to know what kind of network a state has. They want to know, 'how close am I going to be to my customers?' ”

Location, however, isn't everything.

“Companies get turned off when governments take too long to deal with their concerns. They want it done and they want it done now,” says McLean.

Business has always been in Jim McLean's blood. Growing up in North Carolina, he sold apples as a boy and played for a band as a teenager. Not content as a mere band member, he decided to manage the group.

He went to North Carolina A&T on a football scholarship — he quarterbacked his team to a state title — but left after a year to come to Baltimore, where an uncle worked at Bethlehem Steel.

McLean enrolled at Loyola College and eventually graduated with a bachelor's degree in business administration in 1973.

Along the way to his bachelor's degree, he got a Ph.D. in the real business world, first by serving as an officer of an organization that brought concerts to Maryland. The organization booked a Motown show for Baltimore months before the Detroit record label became music's second-hottest phenomenon, next to the Beatles. When the Motown act came to Baltimore, throngs flocked to the show.

Motown noticed McLean's acute business instincts and hired him for its International Talent Management Division in Detroit. Jim McLean worked in marketing at Motown in the early and mid-1960s, arranging concerts for The

Supremes, “Little” Stevie Wonder and other Top-40 acts.

Companies get turned off when governments take too long to deal with their concerns. They want it done and they want it done now.

McLean later became a Seagram's Inc. vice president, and in 1976 he founded the highly successful Four Winds and Seven Seas travel agency, which grossed \$44 million in annual sales. At one time it was the state's largest minority-owned business. He served as the company's president and CEO.

Joseph Haskins Jr., president and CEO of the Harbor Bank and chairman of the Maryland Economic Development Commission, says McLean has become an ombudsman to the state's business community while in public service.

“Jim is one of those tireless workers who has the interest of the community at heart,” Haskins says.

McLean will not leave his previous job behind. He worked hard to help small businesses, which he says are important because they represent 97 percent of all enterprises in Maryland.

“We have to create a more business-friendly environment – and we will,” he pledges. **MBR**

Secretary's Column

The lifeblood of Maryland business

BY DAVID S. IANNUCCI

Building a strong foundation and sustaining economic growth in Maryland means recognizing the important role small businesses play in our economy. While newspaper headlines may focus on the large corporations with hundreds of employees, each and everyday there is a small or minority businesses success story to be told.

There are more than 100,000 small and minority businesses located across our state. Small businesses — those with 500 or fewer employees — comprise 97 percent of all Maryland firms and employ more than a million workers. Sixty-five percent of small businesses in Maryland are microenterprises — businesses that employ five or fewer employees, yet have an annual payroll of \$3.3 billion.

Entrepreneurship is at an all-time high in Maryland. Diversity in the types of businesses and among our entrepreneurs is also at an all-time high. Women-owned businesses make up nearly 29 percent of all Maryland companies, African American-owned businesses make up nearly 12 percent, and ethnic minorities own more than 20 percent of the share of Maryland businesses. Combined, these small and minority businesses employ more than 50 percent of Maryland's workforce.

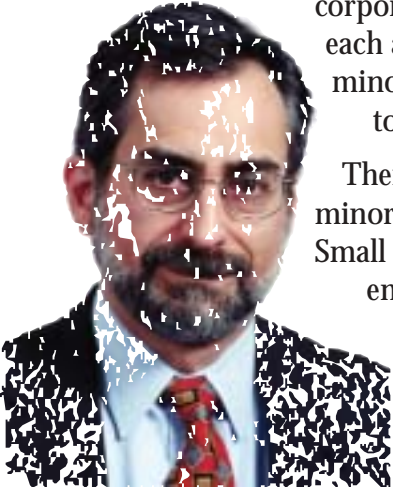
During the last four years of the Glendening-Townsend Administration, the Department of Business and Economic Development (DBED) began to recognize

the important role of small businesses in the state's economy and modify its programs accordingly. Resources that take the form of access to capital, information, training and marketing opportunities, have been committed to assist these businesses.

We had to ensure that small and minority business owners had access to the capital so that they could grow, expand and compete in the marketplace. Since 1994, DBED's Challenge Investment and Enterprise Investment Programs have provided equity or loans to more than 150 small and emerging technology companies. The Department also restructured its Maryland Competitive Financing Fund and Maryland Small Business Development Financing Authority programs to increase loan payable amounts and offer new direct lending tools to small and minority businesses.

Through the Governor's Office of Business Advocacy and Small Business Assistance, located within DBED, the state began to provide businesses with information to help them navigate through the local, state and federal government processes and regulations, as well as help them locate outside resources available to small and minority-owned businesses. Last year, more than 98 percent of the businesses the office assisted were small or minority businesses.

Last but not least, our Department promotes Maryland's small businesses and service providers. Whether it's through a Maryland With Pride display, an ExportMD grant, an arts and entertainment designation, or simply through distribution of company information to strategic partners,



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